



Tennessee Leaders
of Tomorrow Internship

Program Toolkit

Tennessee Leaders of Tomorrow Internship

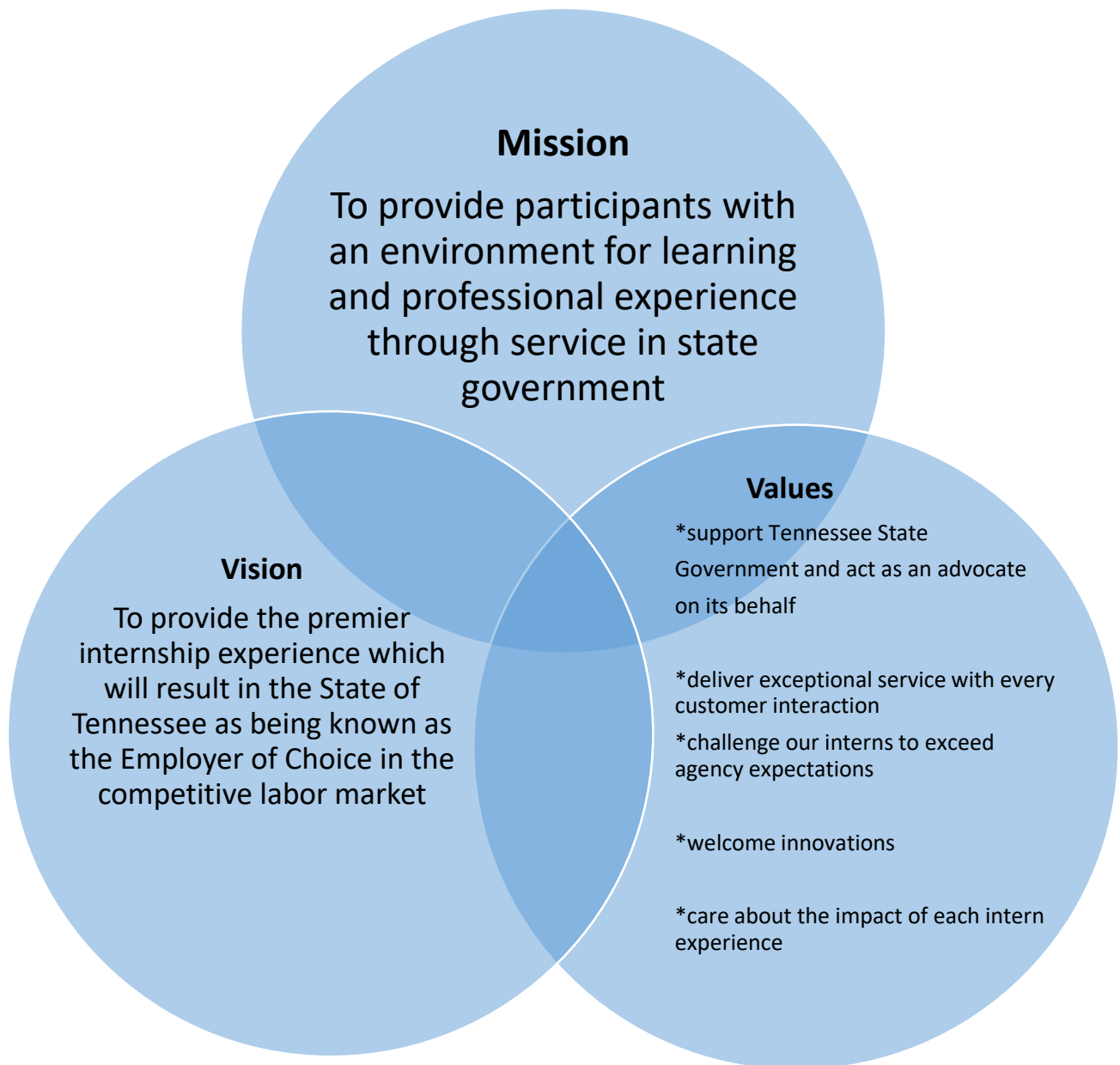
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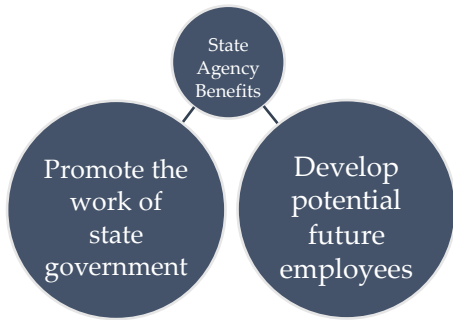
Executive summary

The Toolkit before you has been designed by the Department of Human Resources, Recruiting Office. Its goal is to provide Tennessee state agencies a useful mechanism to develop and implement a statewide internship program. The toolkit is comprehensive and thorough and it includes many descriptions and sample documents. It has been compiled after researching numerous best practices from different internship programs across the country and its contents have been carefully selected to assist in running successful internship programs within agencies. Please keep in mind that not all of these documents are mandatory or necessary. They are there to serve as a resource and at your agency's discretion.

The Toolkit is intended for the internships for the three internship terms (Spring, Summer and Fall) and will be subject to changes after receiving feedback from interns, managers, supervisors and participating agencies.



Guide to Getting Started



WHY AN INTERNSHIP?

Internship programs provide value to the State of Tennessee and state agencies through promoting the work of state government, fill temporary work needs, and develop potential future employees.

The attached Toolkit is your source to develop and administer a successful internship program within your agency.

PREPARING FOR INTERNS

- Consider the needs of the organization in terms of the type of internship program and special knowledge and skills necessary to accomplish meaningful work for the agency.
- Develop or use the sample onboarding plan, which may include a welcome orientation, introduction to the team the intern will support, tour of the agency, and create a checklist to ensure the agency is ready for the intern's first day.
- Ensure interns (paid or unpaid) do not displace permanent employees.

INTERNSHIP PAY AND BENEFITS

Agencies should determine the type of internship, rate of pay, if any, and duration of internship prior to initiating the process to fill.

Internships are temporary status employees and cannot work more than six months or 1040 hours, unless specified in statute. All internships may be terminated at any time for any reason other than those covered by law.

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What is an internship?

National Association of Colleges and Employers (NACE), offers the following

Definition of internship:

An internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience and make connections in professional fields they are considering for career paths; and give employers the opportunity to guide and evaluate talent¹.

In Tennessee, internship programs have been used in many agencies to promote the work state government does and develop potential future employees.

What benefits do internships have for employers?

When implemented well, internships have many benefits for the employer and the student as well as the school and overall community. If you are considering having an intern at your agency, here are some potential opportunities from the program:

- ✓ Gain short term talent to assist current employees and increase your team's productivity
- ✓ Attract enthusiastic workers who can contribute new ideas and bring fresh, innovative perspectives
- ✓ Evaluate a potential future employee and create a pipeline for candidates
- ✓ Increase diversity at your agency and access students with special skills and/or knowledge
- ✓ Enhance visibility of your agency on college campuses and remain competitive in the market for top talent
- ✓ Offer management experience to employees working as intern supervisors and mentors
- ✓ Provide full-time employees more time to focus on other essential tasks
- ✓ Build local community capacities by building local workforce and helping youth develop their career path goals
- ✓ Strengthen relationships with local universities and colleges.

What benefits do internships have for students?

Interns benefit in the following ways:

- ✓ Gain a full and realistic view of the workplace and hands-on work experience
- ✓ Become able to integrate academic coursework with practical application and skill development

¹ <http://www.naceweb.org/advocacy/position-statements/united-states-internships.aspx#sthash.N7qlhwsC.dpuf>

- ✓ Network with professionals in intern's field of interest
- ✓ Explore career interests, uncover talents and develop transferable skills
- ✓ Earn college credit
- ✓ Fulfill degree requirements
- ✓ Explore state government and different organizational departments
- ✓ Gain possible full-time employment at internship site

Internship program best practices

Based on the experiences of the State of Tennessee and experiences of other organizations, below are some of the best practices to keep in mind when you are planning and implementing an internship program.

Start recruitment early

- ✓ Internship searches for most students start at least three to four months prior to intended internship start date. However, maintaining visibility and relationships with schools throughout the year is the best way to ensure the success of the recruitment process and attraction of best talent to fill your intern slots.

Provide interns with real work assignments and meaningful work

- ✓ In order to ensure the best experience for both the intern and your agency, it is important to correctly identify and define the scope of work for an internship. Keep in mind this is often the interns' first in-depth exposure to your organization and that they or their classmates represent your future workforce. Please refer to this toolkit or consult with your HR manager if you need help with defining meaningful internship work.

Carefully develop and implement orientation programs for everyone

- ✓ The importance of good onboarding programs cannot be overstated. Onboarding serves the purpose of introducing the interns to your agency but it should focus on more than just having them read and become familiar with policies and procedures. It should also introduce the interns to the agency culture, their team and to formulate joint expectations. Apart from onboarding the interns, you should also think about providing a short training for internship mentors/supervisors, the work team as well as support staff.

Establish and maintain strong relationships with schools and universities

- ✓ This is important not only for successful recruitment in the short-run, but also for building a good image of your agency as a potential employer for future generations. Reach out to career management offices or faculty, sit on panels for students interested in your line of work or support student

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associations working on what your agency or business line is focused to build and maintain these strong relationships.

Provide interns with resources

- ✓ Before interns start the program and during their work assignment, make sure they have all the necessary resources needed to successfully complete their work. Provide contact information for the key people they will be working with. Show them where office supplies are stored and where information can be found. Give them a map of the facility and an agency organizational chart. These are just some examples of resources you might want to consider providing to incoming interns so they feel comfortable in the new environment and have all the necessary tools to be successful.

Offer flex-time and/or unusual work assignments

- ✓ Offering flexible work hours can be a great benefit to interns, especially if their internship runs during the school year. Going from an academic environment to a work setting usually takes some getting used to and showing flexibility and openness to accommodate an intern's schedule emphasizes the importance of their education while exposing them to a work environment where they are able to put learning into practice.

Assign a supervisor/coach

- ✓ For a successful internship, it is important to assign a supervisor and/or a coach(s) to interns. Supervisor/coach should be a full-time employee the intern reports to and is responsible for the intern's success. On the other hand, a coach does not need to have a supervisory role in relation to the intern. Supervisors are often busy managing employees and multiple project initiatives. Assigning a coach is a great way for interns to have a resource and someone available to help them when their supervisor is not available. Engaging a variety of coaches can provide greater opportunities for both coach and intern along with a variety of skillset learning. This is also a great opportunity to let some of your employees who don't have supervisory duties to develop their management skills.

Encourage leadership and involvement

- ✓ Having strong leadership support for the internship program can really make the program stand out. It is important to help leadership understand why internship programs are important and how they are contributing to increased performance and efficiency of your agency, department or team. Ensuring the entire team is involved in the phases of the internship program (from recruitment and selection to the internship assignment) will encourage collaboration and overall internship success.

Invite faculty and school career management for a site visit

- ✓ To assist in building strong relationships with schools, you might invite them for a site visit usually during the second half of the internship. This is a great opportunity to show what the work environment looks like, what the interns have been working on and how they are contributing to the work of your agency. Give schools feedback on the skills and knowledge their students bring to the table. Successful site visits could drive improvements in curriculum and will definitely strengthen your relationship with the schools.

Provide training and development opportunities

- ✓ Treating interns as regular employees and exposing them to training and development opportunities like other employees, demonstrates your dedication to their growth and development and energizing your intern with new opportunities.

Help interns network within the agency and the organization

- ✓ If possible, help your interns network within the organization and meet other professionals who are willing to share their experiences with them. You can help interns by identifying key contacts and making introductions. Monthly lunch and learn sessions sponsored by the Governor's Office are a good way for interns to network and to learn more about the State of Tennessee . Some agencies also organize job shadowing opportunities for interns to learn about other opportunities and lines of work in the organization. Most undergraduate students are still exploring their career options and job shadows can assist interns to see your agency as a good employer regardless of their chosen focus area.

Give regular feedback

- ✓ For most interns this will be their first professional experience and giving them timely and constructive feedback will help them grow and feel empowered and increase their motivation. Waiting for the end of internship to give feedback might be too late. Instead, consider having brief weekly one-on-one check-ins with the intern to provide regular feedback they can immediately implement.

Ask for feedback

- ✓ In order to know how well you as an agency did, make sure you ask interns for feedback during and at the end of their internship. This can be an in-person or phone exit interview or an anonymous survey interns can fill out to help you improve the internship program for future interns.

Have intern career planning conversations

- ✓ If you feel your intern was a good fit for your agency or organization and you could use someone with their specific talent set, engage in a conversation with the intern about their future with your agency or the organization. If they are graduating soon, there might be positions they would be able to apply for and if they are not graduating, you might want to have them come back to intern next year as well. Connecting interns with your agency Human Resources Recruiter to research positions they qualify for during their internship and connecting your intern with other hiring managers are two ways to assist interns in successfully applying and competing for future vacancies.

Keep in touch with interns

- ✓ Once the internship is over, make sure you have contact information for your intern and reach out to them from time to time to check in on their progress in school and career. This is the best approach if the internship experience was successful but you are unsure if agency/organization will have any near-term openings.

Types of internships

One of the first steps in starting the internship program is to determine the scope of work and type of internship your agency is going to offer. Here are several considerations when it comes to type of internships.

Paid Internships

- ✓ If possible, paid internships should be the first choice for your agency. Internships may be full-time or part-time. Full-time internships offer the most indepth experience and interns usually feel more like regular employees. The Fair Labor Standards Act (FLSA) has established criteria (see unpaid internships) for when an internship can be unpaid.
- ✓ Unless all the criteria are satisfied, an employment relationship exists and under FLSA, minimum wage and overtime apply to the intern. Before making the determination on whether the internship should be paid, please consult with your Human Resource Department/Office to ensure compliance with federal and state laws, rules and policies.

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- ✓ Paid internships cannot work for more than 37.5 work hours per week in duration unless otherwise specified. Please consult your Human Resource Department/Office for more details.

Unpaid Internships

- ✓ In order for an internship to be considered unpaid, it has to satisfy all of the six FLSA criteria listed below. Although there is no financial compensation for the intern, an internship still provides a good learning experience for the intern and offers them an opportunity to gain knowledge, valuable work experience and build career networks.

Under FLSA, an internship has to satisfy the following criteria before it is considered unpaid:

1. The internship, even though it includes actual operation of the facilities of the employer, is similar to training which would be given in an educational environment.
2. The internship experience is for the benefit of the intern.
3. The intern does not displace regular employees, but works under close supervision of existing staff.
4. The employer that provides the training derives no immediate advantage from the activities of the intern; and on occasion its operations may actually be impeded.
5. The intern is not necessarily entitled to a job at the conclusion of the internship.
6. The employer and the intern understand that the intern is not entitled to wages for the time spent in the internship.

Internships for school credit

- ✓ Some schools require students to have an internship in order to graduate. Additionally, most schools offer academic credit to students who have meaningful internship experience. It is the students' responsibility to consult their school prior to the start of an internship and get informed on requirements for receiving school credit. In general, internships taken for school credit require students to submit reports. Some schools conduct internship site visits and connect with the interns' mentor/supervisor to check-in on the students' progress.

Creating an intern job description

Developing an internship job description is one of the most important steps in the preparation phase of the internship program. Treat the job description as an invitation for candidates to join your organization.

Start by looking at answers to these following questions.

- ✓ What is the main goal for your organization's internship program? What does your organization hope to achieve from the program?
- ✓ Review the current projects and activities and determine program needs. Are there areas of your current work you would like to further develop? Are there new projects you would like to start?
- ✓ Will the internship encompass one major project or a variety of small projects? Will the project offer a good learning experience and meaningful work for the intern?
- ✓ How many interns will you need? Specify by major, level in school, skills.
- ✓ When will the interns be needed?
- ✓ In what geographic locations will the interns work?
- ✓ What type of internship will it be? (Paid or unpaid)
- ✓ How many hours a week will you need the intern?

Who will supervise/coach the intern?

- ✓ Look for supervisors/coaches who like teaching and training others. Ideally they should be knowledgeable about the project, approachable, encouraging and reliable to provide support to the student.

What agency resources will the interns require?

- ✓ Consider the workspace: where the intern will sit, computer equipment, phone, etc.

An effective job description should:

- ✓ Introduce the agency and outline the organization's goals, mission and culture
- ✓ Outline the internship responsibilities and potential task/projects
- ✓ List the necessary minimum qualifications and desired qualifications, skills and knowledge
- ✓ Describe the skills students can expect to learn during the internship
- ✓ Specify internship duration and work hours expected (number of hours per week, possibility of flexible time, etc.)

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- ✓ Note if the internship is paid or unpaid
- ✓ Provide the job location and whether telecommuting is an option
- ✓ Specify how to apply and provide contact information

(See sample internship job description provided in the Toolkit).

EEOC Statement:

Pursuant to the State of Tennessee's Workplace Discrimination and Harassment policy, the State is firmly committed to the principle of fair and equal employment opportunities for its citizens and strives to protect the rights and opportunities of all people to seek, obtain, and hold employment without being subjected to illegal discrimination and harassment in the workplace. It is the State's policy to provide an environment free of discrimination and harassment of an individual because of that person's race, color, national origin, age (40 and over), sex, pregnancy, religion, creed, disability, veteran's status or any other category protected by state and/or federal civil rights laws.

After finishing the job description, it is useful to create a position plan for the internship. This will be helpful for the supervisor/coach as well as the intern once they begin the internship. The purpose of the position plan is for everyone to understand the purpose and expectations of the internship. A sample Internship Position Plan is provided.

Internship Eligibility

To be eligible to participate in the Internship Program, interns:

- ✓ Must be currently enrolled (full-time or part-time) as a degree-seeking student in an accredited college or university, or recently graduated within one (1) year of the internship start date;
- ✓ Must be in good academic standing (GPA of 2.5 or higher);
- ✓ Must be at least 18 years of age at the outset of the internship;
- ✓ Must be authorized to work in the United States;
- ✓ Must sign the Intern Handbook at the outset of the internship and abide by its terms;
- ✓ Must complete Respectful Workplace and G.R.E.A.T. Customer Service training by the completion of the internship;
- ✓ Must be able to successfully complete a background check (if applicable for the position);
- ✓ May be subject to drug testing pursuant to the employing agency's policy

Application checklist:

1. Resume
2. Letter of Interest
3. Two reference letters (professional or service oriented)
4. Transcripts
5. DD214 (for veteran interns)

Advertising internships and recruitment

Once you have completed the development of the intern job description, the next step is to start the recruitment process.

In order to recruit the best talent, agencies should start aim to post internships at least 3 months before the intern's intended start date and ideally by mid-February for summer interns. To ensure the best intern match for the job, it is very important to carefully go through the steps of developing the body of work for the internship through creating an *Intern Job Description*. Posting an internship 3 months in advance will allow for enough time to advertise the position to attract the best candidates, conduct the selection process and arrange for the intern's on-boarding. Recognize that early announcement is important as you'll be competing with other companies and organizations for highly-qualified interns.

The goal of the intern recruitment plan is twofold: to increase the number of internship applications and to outline how the agency will advertise the available internship positions. The internship recruitment plan will contain strategies for achieving these two goals and identifies target audiences and demographics.

There are several strategies to explore for doing outreach to potential interns:

Online Recruiting

Using different online platforms to place internship vacancy announcements has proven very effective. The agency intern positions will be posted on Tennessee Leaders of Tomorrow website . The agency can also advertise internships on a wide variety of sites such as [Internships.com](https://www.internships.com), [Indeed](https://www.indeed.com), [LinkedIn](https://www.linkedin.com), [Handshake](https://www.handshake.com), and [Twitter](https://twitter.com). All of these sites have their own niche audience and they will attract a wide base of applicants from various states. If the agency has an established online presence on these social media sites it helps to post the internship links there as well.

Local media

Although not recommended as a sole resource for intern recruitment, advertising the internship position in local print or online publications is also available. This method may be useful in order to target a specific geographic region in Tennessee. However, please be aware that print ads usually very expensive and have limited space. It is a best practice, to include website address in the ad so that candidates know where to go to get more information regarding the specific agency and the internship.

Campus Recruiting and Job Fairs

Job fairs and campus recruiting are great places to find qualified and interested candidates. Unlike online recruiting, this outreach strategy provides you with candidates that are motivated to work for your agency and in your field of work. Dedicate some of your recruitment team's time to attend. When possible, encourage managers and staff who will work with the intern to join attend so they can talk to the interested candidates about the work they would be doing. This way, students will be able to see your team and the team they would potentially be working with. If you had interns in the past at your agency, ask them to help you recruit at one of these events so they can offer a peer perspective to interested applicants.

Postsecondary Partnerships

Having strong relationships with local schools, colleges and universities will enable you to get straight to the source of the talent you are looking for. There are many ways you can build and grow these partnerships:

- Collaborate with professors and deans to help generate student interest in your field of work
- Contact career management offices to add your agency to their database and find out what is the best way to promote your internship openings to students
- Post internship opportunities to college job boards and listservs
- Form relationships with professors and ask them to talk about the opportunities you have with their best and brightest students
- Send an "ambassador from your agency to classrooms or campus events to provide an agency overview and talk about their work

Targeted Recruitment

In order to reach diverse intern talent pool with specialized skills, dedicate efforts to targeted recruitment activities. These activities focus on reaching out to student groups and associations that work with diverse student populations and making sure their members receive the information about the internship opportunities.

Word of Mouth

Make sure that your team members and employees at the agency are aware of the available internship opportunities. They may be the best ambassador for your agency and might have already had informational interviews or other contact with students interested in their work. People in your network can help spread the word. If your agency has had successful interns in the past, make sure they know about the opportunities as well and ask them to share with their peer network. Chances are they know other students who would be interested.

Intern supervisor/coaching roles and responsibilities

For intern success, it is important to provide appropriate support and supervision. Best practices indicate interns are most successful when they are assigned both a supervisor and a coach. Even though these roles can be performed by one person, the main advantage is having two different employees available to the interns to answer questions and provide direction.

Participating in an internship is one of the most important phases of students' professional preparation. Interns will come to your organization with a wide range of classroom and professional experience and for some of them, this might be their first real workplace experience. Therefore, it is important not to make assumptions about their knowledge and skill level and set them up with a supervisor and a mentor to guide the interns. Both mentor and supervisor should engage the intern throughout the internship to check and confirm the intern's understanding of the necessary concepts and information. Scheduling regular meeting times (weekly or bi-weekly) to check-in with the intern and in addition to face-to-face meetings, supervisors and mentors should reach out to students via email or phone to encourage interns to ask questions and get clarification if necessary is recommended. In the beginning of the internship, supervisor/coach should invite intern to be an observer and encourage their participation in meetings and team activities. Supervisor/coach should also serve as a guide for the intern to gain a better understanding of the bigger picture and how the intern's work fits into the overall work of the agency. Finally, as an organizational representative, supervisor/coach is the face of the agency so it is important for them to understand their duties and responsibilities outlined below.

Duties and responsibilities

Supervisor

The supervisor's role is to support, direct and oversee the activities of the interns while they complete their internship. Supervisors' responsibilities are to:

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- Design a project-based internship with meaningful body of work
- Help the intern complete the Internship Position Plan if appropriate
- Hold regular (weekly or bi-weekly) one-on-one meetings with the intern
- Determine and adjust intern schedule to accommodate high demand periods (exams, presentations, etc.) and if requested
- Plan and implement proper on-boarding (work space, orientation, training, introductions)
- Communicate clearly and clarifies goals and expectations
- Orient intern where to go for help or if there is a problem, calling in sick, etc.
- Advise the intern on behavioral expectations
- Determine and propose training needed
- Share important internal information
- Introduce intern to colleagues and departments
- Encourage and arrange for intern's participation in networking and professional development activities (workshops, meetings, trainings, professional reading, etc.)
- Provide regular feedback on performance
- Complete an evaluation at the end of the internship
- Conduct exit interview with the intern
- Offer to serve as professional reference
- Communicate successes and concerns with the postsecondary supervisor (if forcredit internship)

Estimated time commitment of supervisor: 2-4 hours/week

Coach

Coach plays a key role in the professional development of the intern and is one of the primary points of contact for the intern. Coaches are responsible to:

- ✓ Orient intern with the department and facilities
- ✓ Provide information and serve as a resource about organization structure and culture
- ✓ Share pertinent internal information to enable success
- ✓ Provide functional expertise from a learning perspective
- ✓ Introduce the intern to key colleagues and departments
- ✓ Include the intern in professional development and networking opportunities
- ✓ Be available to the student intern on a regular basis
- ✓ Act as a role model and demonstrate consistent professional behavior
- ✓ Communicate effectively and be willing to clarify goals when needed
- ✓ Monitor progress
- ✓ Provide coaching and reflective discussions

- ✓ Encourage intern to show initiative and adopt a proactive approach

Estimated time commitment of mentor: 2-4 hours/week

Choosing intern supervisor/coach

Given the particular needs of interns are different than needs of full-time employees, it is good to consider who would be a suitable supervisor/coach for interns in your agency carefully. Ideally, supervisor/coach would enjoy working with people and is willing to make the time to supervise/coach the intern on a regular basis. Additional attributes include patience, flexibility and some teaching skills would prove beneficial for an intern. The ability to provide constructive feedback and coach an intern is important in making an internship a good learning experience for the student and meeting agency needs. Moreover, internships are a window into your agency, a good organizational representative and a role model to coach interns, will help build your agency's image with the incoming workforce.

Selecting intern supervisors/coaches prior to the development of position descriptions for internship is recommended.

Administrative procedures for new intern hire

Administrative procedures typically include new hires filling out agency and federal forms. See common forms below, however please follow your own agency HR processes for your new intern hire.

AGENCY PAPERWORK: Forms will be provided by Agency

FEDERAL FORMS:

- [I-9](#)
- [W-4](#) (if applicable)

Contact your agency HR Department with specific questions regarding intern processing paperwork.

Intern On-boarding

As with any employee, having a robust and comprehensive on-boarding program provides interns with an opportunity to gain familiarity with the new work environment, better understand the agency culture and establish clear work expectations from the start. Your agency might have an established New Employee orientation program for all new employees available to assist you with onboarding interns. Please check with your HR Department to see what resources are available.

The goals of the intern orientation are to:

- Introduce the organization's mission and the intern's role within it
- Explain job description and specifics such as reporting time, hours, etc.
- Introduce staff and team environment
- Meet with members of various departments
- Provide overview of benefits/employee handbook information, agency rules and regulations, complete necessary paperwork
- Orient intern to the facilities and buildings
- Train in necessary software or equipment the intern will be using
- Introduce any necessary safety, risk management, confidentiality and trainings
- If multiple interns at same agency, provide an opportunity to become acquainted with each other
- Allow time for interns to assess their professional and learning goals for the internship
- Answer any questions the intern might have

Mandatory and optional training opportunities

Even though interns spend a relatively short period at your agency, it is still crucial to invest time and effort in their learning and development. Transferring their academic knowledge into the workplace can benefit your agency and a good training plan is important in that endeavor. Interns, as students, appreciate the opportunity to learn new skills and utilizing a development training plan will help foster an understanding of the internship specifics and heighten interest in their position.

Together with their supervisor/coach, developing a training plan for the intern may be complementary to the initial internship position plan and scope.

A good intern training plan includes learning objectives and assignments aligned to a specific objective, along with information on how these learning objectives will be achieved (online training, classroom training, job shadowing, etc.). Additionally, the plan should include a timeline. There are two types of plans:

- 1) General plans, applicable to all intern positions in the specific field, or 2)
Individual plans derived from the general plan for each individual intern.

It is ideal to involve the intern in developing the Training Plan which can focus on several areas:

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- Skill development through training – Internships might require specific skills such as working knowledge of computer programs, office equipment, professional conduct or other essential tasks; consider how to help interns further develop those skills.
- Job Shadowing – Encourage and facilitate intern’s participation in activities and meetings. This will help them get a better sense of agency culture and training and extends learning beyond their direct supervisor/coach.
- Professional conferences or association meetings – If possible, provide interns with the opportunity to attend such networking or training events. This will help them grow their skills and feel like a valued member of the team.

Mandatory training

All new employees with the State of Tennessee must complete some level of mandatory trainings, this also applies to interns. Below is a list of mandatory requirements for interns. Please ensure your intern participates in these trainings as they are an important part of onboarding and introduction to the agency culture.

Human Resources Mandatory Intern Training Requirements				
Policy Title	Required	Frequency	Format	Provided by:
G.R.E.A.T. Customer Service Workshop	All	Each Intern Term	Classroom or Online	DOHR
Respectful Workplace: A Staff Guide to Preventing Workplace Harassment	All	Each Intern Term	Classroom or Online	DOHR
Human Resources Mandatory Mentor Training				
Policy Title	Required	Frequency	Format	Provided by:
Coach Training	All	Each Intern Term	Classroom or Online	DOHR

In addition to these trainings, please contact your HR Department to help identify in-person or online training opportunities for interns in their specific field of expertise.

Intern Performance Evaluation and Feedback

During, and at the conclusion of an internship, providing constructive performance feedback is essential to success. Feedback is beneficial for all who participate in the experience; is essential for learning and development, assists their advisors in assessing the intern's level of readiness, and allows the agency reflection on the quality of the internship. Therefore, it is important to be honest with performance and outcomes.

Providing real-time feedback throughout the course of the internship provides an opportunity to adapt, learn and integrate feedback quickly. The end-of-internship evaluation provides an overall assessment of the intern's performance and is presented in written form. They are beneficial for several reasons:

- Unlike oral evaluations, an intern is more likely to make improvements and remember supervisor feedback if it is written down
- Written evaluations most clearly identify and communicate areas the intern excels in as well as areas for improvement
- They allow for easier progress tracking
- In the case of for-credit internships through a school or university, written evaluations are often mandatory

To assist in evaluating intern performance, use the internship position plan created at the beginning of the internship (please see the *Sample Internship Position Plan* document in the toolkit). This document sets forth the project plan for the scope of the internship and enables easy tracking of intern progress towards reaching established goals. Once the evaluation is drafted, schedule a face-to-face meeting to discuss observations, areas they excel in and the areas for improvement prior to their final week.

Internship Exit Interview and Survey

Upon successful completion of an internship, an exit interview and/or survey will provide insight into the intern experience and an opportunity to consider adjustments. Conducting a survey allows the intern to submit feedback they might be reluctant to share in a face-to-face interview. Administering the survey before the exit interview lends insight into possible discussion items and allows the intern to prepare questions and thoughts. Exit survey questions are designed to assess the interns' skill development and the quality of the internship program. An *Intern Post Survey Questionnaire* is included in the toolkit and can be administered online.

Schedule the exit interview prior to the last day of the internship. Encourage the intern to be candid and explain the purpose of the exit interview is to further improve the program. Let the intern know you will be taking notes. With exit interviews, the most important thing is to create an environment of openness and trust so interns will feel comfortable giving you candid feedback. Ideally, the interview would be conducted by the supervisor or alternatively the HR manager. Possible questions are below and it's best to begin with the more positive questions.

Survey Monkey

Coach Intern Performance Evaluation Form

Pre Intern Self Survey Questionnaire

Post Intern Self Survey Questionnaire

INTERNSHIP POSTING DETAILS

Please include in full detail as this information will be used to craft the job announcement.

As an intern, you can expect to learn about the following subjects (describe the professional areas this person will have exposure to):

Potential projects include (list the specific work this person may be involved with):

Working Conditions (describe the work environment including any physical, sensory, and environmental demands and frequency of exposure to these conditions):

Minimum Qualifications (list the education level and types of preferred coursework):

Requested Skills (describe the desired knowledge and skills):

Supplemental Attachments (describe the type of attachments they must submit for a complete application):

Supplemental Questions (List the additional questions you would like applicants to answer as part of the application):

Sample internship job description/posting

Job Title: Traffic Engineering Investigator Intern

Closing Date/Time: Tue. 04/12/16 9:00 AM Pacific Time

Salary: \$14.46 - \$21.35 Hourly

Job Type: Temporary

Location: Salem, Tennessee

Department: Transportation-Highway

Traffic Engineering Investigator Intern

Salem, OR

Internship Overview:

Come support the Region's Traffic Engineering Investigation Program through TNDOT's College Internship Program! Put your civil engineering classes and your interest in traffic and transportation to use and apply for this internship!

The College Internship Program is designed to allow students matriculating through an accredited post-secondary program the opportunity to gain practical experience. We are accepting applications from students in accredited degree programs that have completed at least their freshman year in an Associate or Bachelor's degree program as well as students enrolled in graduate school. We are also considering recent graduates that have completed their Associates, Bachelors, Masters, or Doctoral degree in December 2016 or after. This position is classified at the Engineering Specialist 1 level (students that have completed their sophomore year); however, we encourage candidates who meet the minimum qualifications of the Engineering Specialist - Entry level (students that have completed the freshman year) to apply as well. There is one summer internship position available.

We invite members of all diverse communities to join our workforce as we endeavor to best serve Oregonians from every background. TNDOT values diversity and inclusion because they are good for Tennessee. We believe that by welcoming differences, encouraging new ideas and views, listening to and learning from each other, and providing opportunities for professional enrichment we are better able to serve those around us. We thank you for considering this employment opportunity.

- This position is not represented by a union (Non-Union).
- Must have and maintain a valid driver's license and an acceptable driving record.
- *This recruitment will be **open until filled**. Please note that the recruitment may close at any time, and we cannot guarantee that applications received after our screening date will be considered. Screening may begin as early as May 15.*

Duties & Responsibilities:

The Traffic Engineering Investigator Intern will support the Region's Traffic Engineering Investigations Program by gathering, processing, and evaluating different kinds of Traffic data. Examples of specific duties include the following:

- Gather speed data in the field using a laptop computer and specialized equipment to update the Region's curve warning advisory speed signs.
- Analyze the data, using Excel spreadsheets and other programs for quality control.
- Process data into usable format for other analysis and eventual sign modification plans.
- Use the Highway Safety Manual (HSM) methods to analyze before and after performance of past safety projects.
- Gather crash data, aerial photos, traffic volumes and sign inventories to evaluate safety performance of certain types of intersections.
- Recommend changes to signs based on Manual of Uniform Traffic Control Devices (MUTCD) standards.
- Develop databases for tracking approvals completed under Region Traffic Engineer and State Traffic Engineer authority for operational elements such as parking prohibitions, all-way-stop control, and turn restrictions.

Qualifications, Required & Requested Skills:

To be considered for this position, you must submit a Résumé, Cover Letter, and Transcripts as described below or your application materials will be disqualified.

1. You must attach a résumé which includes dates of employment. It will be used to help determine how you meet the qualifications listed below. Please be specific and provide examples of work performed and accomplished.
2. You must attach a cover letter to your application. Your cover letter must address the following questions:
 - What are your career interests?
 - What type of experience would you like to obtain through an internship?
3. You must attach your college transcripts to your application. They may be used to verify your education status. Transcripts should either be in Word or PDF form. Unofficial transcripts are acceptable.

Minimum Qualifications:

- A degree or education in from an accredited college in Civil Engineering, Transportation Engineering, or other related degree; **OR**
- Eighteen months of experience directly related to Civil Engineering, Transportation Engineering, or other related field; **OR**
- An equivalent combination of education and experience.

Preferred Qualifications:

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- Major in Civil Engineering
- Interest and/or coursework in Transportation or Traffic Engineering.
- Proficiency or experience in Microsoft Word and Excel.
- Knowledge of databases.

Working Conditions:

The majority of this position will be in an office environment working at a computer. Some outdoor work will be required including collecting data in the field. A valid driver's license and the ability to drive is required.

Additional Information:

Pre-employment Checks:

We will conduct criminal background checks on final candidates including current ODOT employees. All applicants are subject to additional pre-employment check(s) such as driver license, LEDS, and/or education verification as required for the position.

Questions:

For questions please email Kimberly.Mantlo@tn.gov

Application Check List:

Resume
Letter of interest
2 Letters of professional recommendation
Transcripts
DD214 (for veteran interns)

Caution: Failure to follow these instructions as described above will disqualify your application. We will not consider incomplete or late applications.

Internship Position Plan – Example

Agency Name: _____

Agency Address: _____

Contact: _____

Title: _____

Email: _____

Phone Number: _____

Supervisor/Coach Name: _____

Supervisor/Coach Title: _____

Supervisor/Coach Email: _____

Supervisor/Coach Phone Number: _____

Intern Name: _____

Intern Phone Number: _____

Intern Email: _____

Internship Job Title: _____

From: _____ to: _____

Description of Internship: _____

Wages:

- ☐ Hourly Wage
- ☐ Unpaid

Supplies needed:

- ☐ Desk
- ☐ Work station
- ☐ Email account
- ☐ Telephone with voicemail
- ☐ Network log in

<p align="center">Goal 1:</p> <p align="center"><i>Think SMART Goals (Specific, Measurable, Actionable, Realistic, and Timely)</i></p>	
<p><u>Action Steps:</u></p> <p><i>What actionable steps are you going to take to reach this goal? (include deliverables, timelines)</i></p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5. 	<p><u>Metrics:</u></p> <p><i>How are you going to measure that you are successful. These should align with your Action Steps</i></p> <ol style="list-style-type: none"> 1. 2. 3. 4. 5.

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<u>Strategy:</u> <i>How are you going to go about reaching this goal- your approach, direction, or method?</i>	
<u>Goal 2:</u> <i>Think SMART Goals (Specific, Measurable, Actionable, Realistic, and Timely)</i>	
<u>Action Steps:</u> <i>What actionable steps are you going to take to reach this goal? (include deliverables, timelines)</i> 1. 2. 3. 4. 5.	<u>Metrics:</u> <i>How are you going to measure that you are successful. These should align with your Action Steps</i> 1. 2. 3. 4. 5.
<u>Strategy:</u> <i>How are you going to go about reaching this goal- your approach, direction, or method?</i>	
<u>Goal 3:</u> <i>Think SMART Goals (Specific, Measurable, Actionable, Realistic, and Timely)</i>	
<u>Action Steps:</u> <i>What actionable steps are you going to take to reach this goal? (include deliverables, timelines)</i> 1. 2. 3. 4. 5.	<u>Metrics:</u> <i>How are you going to measure that you are successful. These should align with your Action Steps</i> 1. 2. 3. 4. 5.
<u>Strategy:</u> <i>How are you going to go about reaching this goal- your approach, direction, or method?</i>	

Sample Interview Questions

General Questions – focus: get to know the candidate

- ✓ Tell me what interests you about this opportunity?
- ✓ What are your strengths and weaknesses?
- ✓ What accomplishments are you most proud of?
- ✓ Do you work better under pressure or with time to plan and organize?

Academic or Professional Interests Questions – focus: learning the candidate's work habits and interests

- ✓ What are your career goals (a.k.a. where do you see yourself in ____ years)?
- ✓ Why did you choose your major or area of study?
- ✓ What were your favorite/least favorite classes? Why?
- ✓ What did you enjoy most about your last job?
- ✓ How would your professor or past supervisors describe you?
- ✓ Describe your research experience.
- ✓ Tell me about your coursework; in what ways is it relevant to this position?
- ✓ Tell me about any volunteer or community service experience.
- ✓ What skills do you want to gain from this experience, and what skills can you offer us?
- ✓ Why do you consider this to be a good opportunity?

Internship Related Questions – focus: gauge fit for the position and candidate motivation

Why are you interested in this internship?

- ✓ Why do you think you are qualified for this opportunity?
- ✓ What makes you unique from other candidates?
- ✓ What type of job-related skills have you developed that may help you in this internship?
- ✓ How would you assess your writing and communication skills?
- ✓ Are you proficient in Microsoft Office or other software?
- ✓ What do you want to learn from this internship?
- ✓ Have you had previous internship experience? Please describe.
- ✓ What qualities do you think will make one successful in this internship?
- ✓ What do you know about the industry?

Agency Related Questions – ideal candidates have a passion for what your agency does and want to be a part of your team.

- ✓ What do you know about our agency?
- ✓ What do you know about the issues faced by our agency?

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Situational Questions – candidates should be able to draw from their school, community service or personal experiences and demonstrate how they handle themselves in these every-day work situations.

- ✓ Give me an example of a time in which you worked under a deadline.
- ✓ Share an example of when you worked with a team.
- ✓ Describe a time you worked on multiple assignments at one time.
- ✓ Provide an example of a time in which you solved a problem for an employer, peer, or customer.
- ✓ Describe a situation where you taught a concept to a peer, co-worker, or other person.
- ✓ Describe a difficult situation with a peer student or co-worker?
- ✓ Share an example of a time you gave a presentation.
- ✓ Describe a situation in which someone critiqued your work.
- ✓ How do you work under minimal supervision? Please describe.
- ✓ Share an example of work you did that was creative.
- ✓ Describe how you allocate your time and set your priorities on a typical day.
- ✓ What is more important--completing a job on time or doing it right?
- ✓ Share an example of how you've been able to motivate team members.